



USAID Jamaica Community Policing Assistance

**USAID Democracy and
Governance Officers
Conference**

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Presented by: Ms. Sasha Parke

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Background – USAID/Jamaica Community Policing Assistance

Two (2) phases of assistance:

- **October 2002 – March 2006**
 - Community Policing Pilot Project and Peace & Prosperity Project focused in Grants Pen, Kingston
- **March 2006 – present**
 - Community Empowerment and Transformation (COMET) Project
 - Original mandate to address the sustainability of the Grants Pen community policing model and to replicate the model in two additional communities.



Results and Progress

- Significant financial support from public and private sector for construction of a facility including a police station
- Developed the Jamaica Constabulary Force Manual for Community Policing Services Delivery
- Joint training in CBP for police officers and residents
- Capacity building of various CBOs
- Community empowerment initiatives related to economic development and social service delivery.
- Support for positive police citizen partnerships



Challenges - Calling For a New Imperative

Divergent perceptions among key stakeholders continued to exist.

Reduced donor funding and limited GOJ resources

Lessons and experiences beyond Grants Pen

Hurdles in the JCF - need for mechanisms and policy decisions to facilitate full ownership

Wave of change in the JCF

Dynamic and complex political and socio economic situation

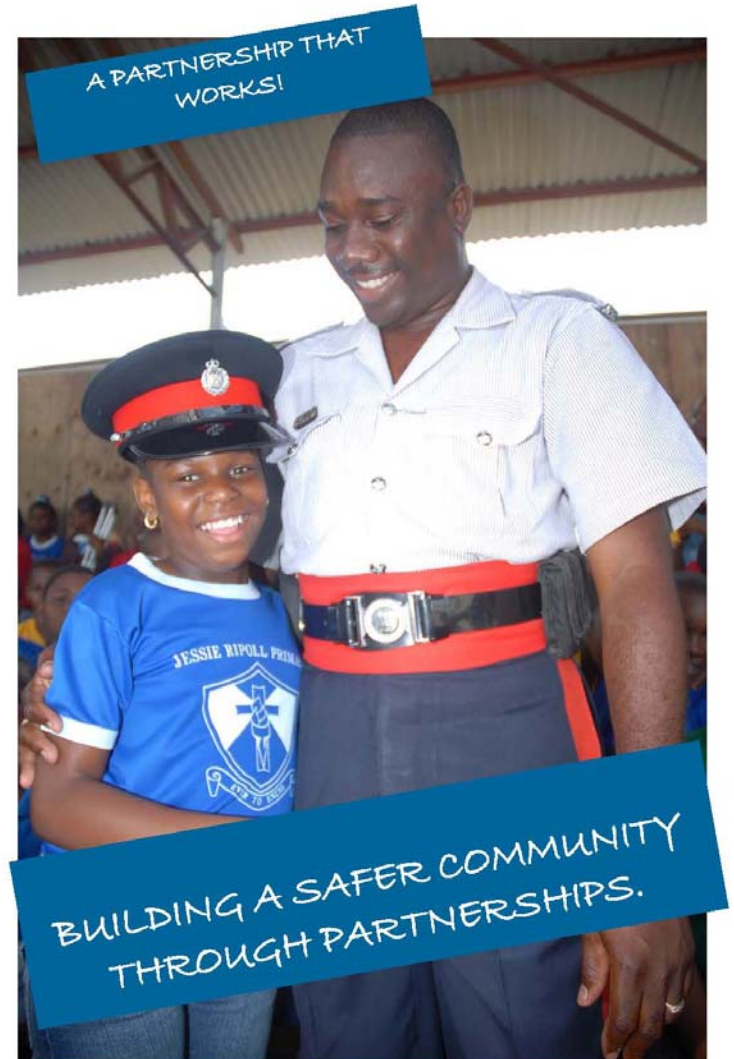


Jamaica Community Policing Assessment

- JCF not well suited for modern public safety service delivery and its organizational capacity must be significantly enhanced
- Conditions are good for reform
- CBP is an integral part of the service net to address social problems
- Monitoring and Evaluation must be integrated into implementation for JCF and partners
- Grants Pen Pilot Project
 - Not a model in terms of success, sustainability or replicability
 - Provides a good platform, valuable lessons
 - Good example of private sector commitment
 - Stakeholder roles and responsibilities not clearly defined

USAID/Jamaica Community Policing Assistance – The Way Forward

- **New workplan features a three Pronged approach informed by the Assessment Recommendations:**
 - Support implementation of CBP roll-out
 - Support to strengthen the JCF's capacity to effectively deliver Community Safety and Security services
 - Strengthening of community governance and citizens' participation in community policing.



USAID/Jamaica Community Policing Assistance – The Way Forward

Main characteristics:

- **JCF led**
- Focus on strengthening JCF and its partners
- Guided by Divisional Primacy
- Mainstreams lessons learned and best practices from Grants Pen **and other experiences**
- Supports national community safety efforts

THE JAMAICA CONSTABULARY FORCE (JCF)
"Working together to build safer communities."

COMMUNITY SAFETY POSTER COMPETITION



It is every Jamaican's dream to live in a safe community in which people are able to enjoy life in which the risks associated with crime and violence, public disorder, emergencies, and hazards such as fire, flood and other natural disasters are prevented or contained.

This is what is described as
COMMUNITY SAFETY.

Everyone has some responsibility for Community Safety.

The JCF invites the participation of students island-wide to create a poster which shows your understanding of "Community Safety," and what needs to be done by Jamaicans to achieve it.

POSTERS MUST BE SUBMITTED BY:

SEND ENTRIES TO:
The JCF, Community Safety and Security Branch,
4th Floor, South Tower, NCB Building, 2 Oxford Road, Kingston 5.
For further information :Tel: **929-1328**, Fax: **929-1282**.

ENTER IN THE FOLLOWING CATEGORIES:
A) Up to 7 years old
B) 8-11 years old
C) 12-18 years old

ALL ENTRIES MUST BE SIGNED BY STUDENT AND TEACHER!

WIN!

FIRST PRIZE \$10,000
PLUS...
PRIZES FOR YOUR SCHOOL & TEACHER!

Activity Areas

1. Support Organizational development and improved management

- To overcome organizational impediments

2. Police Training

- To strengthen the JCF's capacity to effectively deliver Community Safety & Security services and to establish consistency between practice and policy.

3. Public Education

- To address misperceptions about community policing by building awareness among police and citizens.

4. Foster Positive Community Interaction with the Police

- To address the problem of low trust and poor relations between citizens and police.

5. Strengthen Community Governance and Citizens' Participation in Community Policing

- Citizens and civic groups must be strengthened and empowered to more actively participate in community safety and security initiatives.

Lessons Learned

- Leadership and ownership by the police must be clear and sustained
- Buy-in from all levels of police hierarchy is necessary – command and operational levels
- Strike balance between piloting an approach at the community level and building institutional capacity and policy support to facilitate mainstreaming
- Partnerships and community participation are essential but stakeholder roles and responsibilities must be clearly defined. Encourage MOUs and other mechanisms
- Encourage less focus on physical infrastructure
- Monitoring and evaluation is key and must be integrated into the implementation by the police and all partners – expectations must be managed

Lessons Learned (cont'd)

- Public education is critical – misperceptions are hard to correct later
- Pilot activities need to be formally ended and lessons need to be mainstreamed
- Programs must be aligned with the reality – the solutions we support must be sustainable
- Seek out, acknowledge and build on local experience
- CBP takes place on the streets and not in buildings!
- CBP is not a panacea – it is a tool for community safety. Community safety is a required element for achieving community transformation
- Be transparent, acknowledge and be open to learning, take corrective action and constantly evaluate
- Expect change – flexibility and ability to respond to change is a required value

Partnerships –Experience and Potential

- Broad multi-sector partnerships are necessary
- USG partnership and support
 - Operational support to JCF, Ministry of National Security, Jamaica Defense force
 - PAO
 - DEA
 - MLO
- Private sector
 - Investments best suited for tested approaches
 - ‘local’ private sector to sustain CBP activities
- Community participation
- Donor coordination
- Potential for expansion and deepening of existing partnerships and new partnerships is tremendous



Summing up

- Link between democratic policing, safety and economic development
- Community policing must be part of broader program of reform.
- Integrated and holistic approach to security and safety issues necessitates broad partnerships
- Organizational, political, cultural and economic factors
- Dilemma of supporting long term strategies through short term projects
- Openness to Learning – local experience; evaluation
- Community of practice?

